

**Live Virtual Workshop | Lead in Uncertain Times: Find Fit for Function
06AUG20**

00:17:24 Royce Holladay: Register for the Inquiry is the Answer - daily sessions at 10a CDT. Registration will mean that you get a reminder each day 30 min prior to the start. Come when you want and can...

00:17:25 Liz Coenen: Hello Everyone - Liz in Minnesota, U.S.

00:17:26 Ida Rose Florez: Hi everyone! I'm in San Diego, CA, USA. For some reason my camera isn't working. I apologize for not showing my face!

00:17:36 Amanda Standerfer: Hi! Amanda from Illinois!

00:17:40 Royce Holladay: And here's the link to register: <https://bit.ly/2WWYsMi>

00:17:51 Cathy Toll: Hello from sunny Menasha, Wisconsin

00:17:52 Marcus Family's iPhone (2): Hi from Portland Oregon.

00:17:59 Nicole Scherer: Hello from rainy Long Island, NY

00:18:06 Elizabeth McNamee (Elizabeth): Good Morning --Elizabeth McNamee in Phoenix, Arizona

00:18:30 Laura Williams: Hello from rural North Dakota, USA

00:18:31 Diane Hall: Hi all - Diane Hall in Atlanta, GA

00:18:31 Justin Stephens: Hello from Justin in Northern Ireland

00:18:43 Marie Murtagh & Michael Spayd: Hello everyone! Marie)

00:18:44 Kerry Priest: Greetings from Manhattan, KS

00:18:58 Stewart Mennin: Stewart Mennin, Sao Paulo, Brazil

00:19:11 Lisa Negstad: Hi everyone - Lisa from Minneapolis, Minnesota, USA

00:19:13 Marie Murtagh & Michael Spayd: Marie & Michael in Pleasant Hill CA

00:19:32 Liz Coenen: @Glenda - thank you for that.

00:19:56 Bridget Kelly: Hello! Bridget in Port Townsend, Washington, US. So happy to be here with all of you.

00:20:17 stacy becker: Hello everyone. Stacy Becker in New Jersey.

00:20:25 Brian Rowe: Hello - also joining from Minneapolis, MN

00:21:00 Kate Noble: Hello all! Kate Noble from Minneapolis, MN

00:21:16 Nancy Padilla: hello all from Riverside in Southern California ;) Nancy

00:22:26 Uta Langley: Hi Uta in UK

- 00:22:39 Miriam Bayes Genis: Miriam from BCN
- 00:23:41 Didem Crosby: Didem from Switzerland
- 00:25:16 Donna Bivens: Hi,Royce! Just coming from doctor. Feeling much better but lots of things to do and changed to make! Glad to reconnect!
- 00:25:56 Royce Holladay: Register for the Inquiry is the Answer - daily sessions at 10a CDT. Registration will mean that you get a reminder each day 30 min prior to the start and a link to the recording and the transcription of the chat text.. Come when you want and can...And here's the link to register: <https://bit.ly/2WWYsMi>
- 00:27:43 Marcus Family's iPhone (2): Fit for Function a lot like "alignment", yes?
- 00:27:45 Uta Langley: Is this the same as situational leadership?
- 00:28:03 Anna, Millersville, MD (She/Her): Anna Rinick from Annapolis, MD sorry technology issues today
- 00:28:25 Lisa Negstad: So hard for individuals to get out of their own personality and pre-disposed way of looking at the world — -how to help with this?
- 00:28:38 Cathy Toll: Ah! Yes! Every model of leadership that I have looked at has not seemed to apply to all situations. Once again, you have framed things in a way that makes sense.
- 00:29:02 Nancy Padilla: love that phrase fit for function and the difference between situational leadership
- 00:29:08 Justin Stephens: so we can have a leader who is fit for function but is not a situational leader
- 00:29:19 Charles Lee: Importance of context, and optimizing/aligning to thrive in the environment
- 00:29:34 Bridget Kelly: It seems like a step on the way to "fit for function" might be navigating different views or uncertainty about what the function is or should be...
- 00:29:53 Nancy Padilla: how does that fit for function help build relationships?
- 00:30:11 Uta Langley: o you create the function to fit your style or do you find the fit for the way you operate?
- 00:30:21 Lisa Negstad (she/her): Aha so fit is also how an individual connects with different contexts
- 00:30:24 Nancy Padilla: especially the micromanager.
- 00:30:47 Elizabeth McNamee (Elizabeth): Is there a way for leadership to be shared when different circumstances require different leadership types/styles?

- 00:30:48 Brian Rowe: Hi Lisa N. - I've found that it's entirely possible to help coach people to get outside themselves with a few tools: helping to re-frame their perspective on a problem space, help be more aware of the differences between complex/wicked problems versus simple/complicated problems, and also helping to build a practice of empathy—starting with building a habit of seeking to invalidate assumptions rather than validate them
- 00:30:57 Uta Langley: This feels more achievable than demanding from leaders to constantly change and adapt
- 00:31:22 Kate Webster: I always wonder about who is deciding what is fit for function? what function? I think the role of power is an interesting one to think about...
- 00:31:48 Anna, Millersville, MD (She/Her): almost all current business literature calls for that same adaptation for the entire organization to be successful
- 00:32:00 Lisa Negstad (she/her): Hi Brian - yes completely agree and... How to use self-awareness of our own gifts/talents and not always have to fit for every context.
- 00:32:35 Bob Heath: fit for function is placing meaning between the categories that is making the patterns a leader needs to frame the pattern into common meanings or facilitate the process of the ever evolving story
- 00:32:36 Bridget Kelly: @Elizabeth and @Kate I am interested in putting together your questions about power and the potential for co-leadership models...
- 00:32:38 Brian Rowe: Lisa, yes indeed!
- 00:33:23 Lisa Negstad (she/her): Yes Bridget - I would like know that too!
- 00:33:23 Anna, Millersville, MD (She/Her): Sometimes I think you need to consider more sharing of leadership--the hard thing is to get people to define what leadership they need or assess the need.
- 00:33:31 Didem Crosby: how would fit for function change as we zoom in and out in the system? How do we decide how far to zoom for fit for function?
- 00:33:52 Royce Holladay: Didem, she's just about to talk about that.
- 00:33:55 Liz Coenen: @Bridget - yes, I'm interested in that as well.
- 00:33:56 Kate Webster: @Bridget... sounds very intriguing! co-leadership would truly be a shift, vs shared leadership... hmm...:)
- 00:34:02 Diane Hall: @ kate - love the idea of power (privilege?) and who is making the decision
- 00:34:04 Anna, Millersville, MD (She/Her): but who defines the role of a leader?

00:34:18 Didem Crosby: Ha that's funny! She laid the path for that topic then!

00:34:24 Kate Webster: @Diane... absolutely

00:34:53 Royce Holladay: Yeah, Didem, you were just helping her set those conditions!!!

00:35:19 Didem Crosby: I was thinking it was the opposite. She prepared the ground well for what is to come next :-)

00:35:33 Kate Webster: both-and, Didem

00:35:40 Kate Webster: :)

00:35:56 Royce Holladay: Yeah—both/and....your question articulated the path.

00:36:28 Kate Noble: Brian, are you aware of any concrete tools/processes that support building a habit of seeking to invalidate assumptions rather than validate them?

00:36:52 Uta Langley: One of the models I have worked with has the premise that no one Leader can have it all and therefore what is needed is Leadership teams. with members that compliment each other

00:37:09 Janice Fingler: Leader needs to be robust yet on another scale in their own development aren't these "beings" are evolving?

00:37:29 Brian Rowe: Hi Kate, sure—I was just asked that same question separately. One example from the human-centered design space is from Jeff Gothelf: <https://jeffgothelf.com/blog/leanuxcanvas-v2/>

00:37:56 Brian Rowe: I can also recommend Jeff's book, Sense & Respond.

00:38:07 Stewart Mennin: Open to connecting, listening, engaging, generous, kindness and caring

00:38:10 Algar Goredema-Braid: Authentic Integral kind

00:38:12 Cathy Toll: I am thinking about my first job as a school principal. I did not reflect robustness mainly, I think, because I was only 31 year old. I had not lived long enough and experienced enough to have a sense of who I was, so others could not get that sense either.

00:38:28 Kate Noble: Thank you!

00:39:20 Tim Gasperak: Robust = survives unchanged, but can be brittle

00:39:23 Uta Langley: My focus can get side tracked by new and exciting projects and ideas rather than stay with things

00:39:27 Miriam: I'm reflecting on individuals at one time seemed robust but then found that had a shadow side. it seems like this may be where things devolve if the robustness isn't balanced

- 00:39:35 Laura Williams: Thanks for sharing that example, Cathy. That was helpful for me in thinking about this...
- 00:40:07 Kate Webster: It does feel like the robustness only "really" exists when it is demonstrated in actions in the world, with people and decisions and relationships..
- 00:40:14 Justin Stephens: that's beautiful - the sensitivity gives the flexibility and tempers the robust aspect
- 00:40:31 Uta Langley: Self awareness is in both robust and sensitive?
- 00:40:38 Brian Rowe: Leaders who can recognize how empathy + vulnerability can be extremely powerful and a force multiplier for others—so rare, yet so refreshing
- 00:40:43 Oluf: This second part may be especially hard to hold on to in times of turbulence.
- 00:40:56 Uta Langley: Grace is something I aspire to but feels a long way away!!
- 00:41:11 Kate Webster: @Oluf... agreed, and yet it is also likely to be the piece that makes the most difference in these times, no?
- 00:41:21 Royce Holladay: Great question, Uta. Yes self-awareness means I am sensitive to others' needs, etc., and I am also sensitive to my own.
- 00:41:23 Oluf: @Kate - yes.
- 00:41:27 Bridget Kelly: I am prompted to think about how this framing of leading relates to parenting...
- 00:41:33 Uta Langley: It is rare for someone to have all of these qualities
- 00:41:35 Nicole Scherer: Brian - I really like that idea of those two things being a force multiplier...I haven't been able to articulate that before - thank you!
- 00:41:43 Lisa Negstad (she/her): Will you please put the list of Sensitive on slide again?
- 00:41:46 Kerry Priest: It is interesting to me that in the context of uncertainty/complexity we are framing leadership through lens of "leader" and what "leader" does/characteristics
- 00:41:52 Brian Rowe: Cheers, Nicole!
- 00:41:58 Stewart Mennin: in tune, able to harmonize as needed, lead when needed, acutely aware, responsive
- 00:42:12 Wendy C. Morris: My strength as a leader is in helping groups move forward in complex and diverse environments through participatory decision-making and sensitivity to the collective social field; I struggled

mightily in a formal leadership position where I was expected to make unilateral, "top-down" decisions.

- 00:42:15 Robin Athey: Robust is such a fertile word in my leadership journey right now. Recently I've been learning through a few "failures". Taking in both what "fell" (personally and with a client) and also what was working. Allowing it all to touch. (This is what I think of as sensitive.) In a way that has me experimenting in new ways. Brushing off, getting back up. Touched. With fresh perspective. Showing up again.
- 00:42:17 Kerry Priest: Vs. a lot of recent literature is framing complexity leadership through lens of leadership as activity that emerges within and among people (who enact leadership)
- 00:42:19 Ainsley Camps: Sensitivity in responding in the present and being aware of my buttons and beliefs that may hinder my ability to respond with clear intention.
- 00:42:20 Oluf: @Kerry - would you want to introduce followership into this?
- 00:42:26 Ida Rose Florez: This is a helpful frame to think about leaders and leadership. I'm actually having a hard time thinking about the "leaders" I know in these terms.
- 00:42:49 Nancy Padilla: I'd add vulnerability
- 00:43:05 Kate Webster: @Kerry... interesting point... maybe reframing as leadership vs leader... not about AN individual, but what needs to be brought to the table for the good of whatever the organization is...
- 00:43:06 Anna, Millersville, MD (She/Her): I believe that self-awareness is dimensional and can mean different things as Glenda is saying
- 00:43:06 Bridget Kelly: able to differentiate own needs from needs of others
- 00:43:11 Uta Langley: Self awareness in the leaders I work with is often really low and that often counters their positive qualities
- 00:43:15 Kerry Priest: @Oluf, perhaps if you are using a leader-follower framework. But if you are using a lens in which leadership is about what people produce (vs. people's position in work) then followership is just leadership without "authority"
- 00:43:32 Justin Stephens: Robust also links with the notion of the growth mindset - the ability to learn and grow without losing that sense of self.
- 00:44:29 Oluf: @Kerry - thanks. It sounds like leadership is defined by "acts of leadership", which can happen anywhere.

- 00:44:33 Liz Coenen: I've found Maria Montessori's guidance and emphasis on the art of observation as a helpful practice in this Sensitive arena. And applicable far beyond the classroom environment.
- 00:44:58 Justin Stephens: make a damn decision already!
- 00:45:36 Justin Stephens: Sorry - response to the courage idea, not comment on previous comments
- 00:45:38 Ida Rose Florez: @Liz - love the connection to Montessori...
- 00:45:38 Anna, Millersville, MD (She/Her): How come decisive isn't on the list for responsive? I associate that with ownership for your actions?
- 00:46:03 Bridget Kelly: clarity/transparency about the boundaries of uncertainty that remain even when a decision is made
- 00:46:05 Uta Langley: Sense of urgency AND patience??
- 00:46:39 Marcus Family's iPhone (2): Responsiveness in the best leaders I work with are outward-in. It's not about me as a leader but about those who I am interacting with.
- 00:46:42 Miriam: one of the challenges I see as COVID shifts and persists is the ability to respond because the a ability to assess the current conditions is slower than a response may be needed
- 00:46:44 Ainsley Camps: My current supervisor listens deeply to our concerns and then discusses what she can do to support our next steps
- 00:46:54 Miriam Bayes Genis: Leadership without action loses its purpose
- 00:46:56 Kate Webster: @Uta... finding that balance is particularly tricky for me... knowing where to be which...
- 00:47:00 Ida Rose Florez: I'm curious about the "sense of urgency" in relationship to courageous action. Lately I've seen a lot of urgent actions and it seems that courage often entails a willingness not to react quickly.
- 00:47:01 Brian Rowe: I'd offer that Responsive can be evidenced when one identifies the most risky, prevailing assumption and articulating how we could quickly disprove it.
- 00:47:13 Lisa Negstad (she/her): If we think of leadership as an action/behavior vs a position, all of these are very helpful descriptions.
- 00:47:18 Bob Heath: Leadership seems to be about sharing the patterns or invariances found in the environment and cultural situations and helping every see the ROBUSTNESS of the events and how the meanings are different and similar. There is a way that math and linguistic use the functional processes. Terms like SENSITIVE always have continuous

evolution of meaning. THE ROLE OF THE LEADER IS TO UNDERSTAND THAT THERE NEVER IS A STATIC POINT OF STABILITY AND DISCRETE POINT OF VIEW. FUNCTOR

<https://en.wikipedia.org/wiki/Functor?wprov=sfti1> The word functor was borrowed by mathematicians from the philosopher Rudolf Carnap, who used the term in a linguistic context; see function word. FUNCTION WORD https://en.wikipedia.org/wiki/Function_word?wprov=sfti1 In linguistics, function words (also called functors) are words that have little lexical meaning or have ambiguous meaning and express grammatical relationships among other words within a sentence, or specify the attitude or mood of the speaker. They signal the stru

00:47:51 Kate Webster: the idea of sense of urgency perhaps doesn't need to make everything urgent, but understanding HOW urgent something actually is...

00:48:33 Janice Fingler: are there actions in the combined spaces between RSR circles that are unique

00:48:40 Janice Fingler: or words

00:48:41 Tim Gasperak: The challenge for me is when leadership is equated with "decision production." That may be part of it - and it often is - but leadership is not chiefly about producing decisions.

00:48:51 Natasha (she, her/hers) | Vancouver, BC: @Kate Webster great re-framing for sense of urgency. it has to be deliberate, not everything requires sense of urgency

00:48:54 Ida Rose Florez: Years ago I lead a 2nd tier team in a large state agency. We decided MADD meant: Make a Damn Decision! Still, under conditions of great uncertainty, often requires time to get enough information. Which then causes problems for those who need to enact decisions. Seeing this tension might be a wicked issue.

00:49:11 Bridget Kelly: Does "accountable" fit in the responsive list?

00:49:20 Anna, Millersville, MD (She/Her): @ida rose florez I have always used the idea of acting with the best information you have at that time--like the good enough instead of perfect

00:49:26 Elizabeth McNamee (Elizabeth): It is the continual striving for balance that provides leaders with the opportunity to continue to build capacity to adapt in uncertain times.

00:49:43 Lisa Negstad (she/her): Kate's description of urgency makes me think of "discernment" as a pattern - knowing when to make a decision and when to wait

00:49:56 Ida Rose Florez: @Anna - yes, sometimes waiting and not making a decision RIGHT NOW is good enough.

00:50:00 Royce Holladay: @Bridget, I like the idea of accountable being in responsive.

00:50:08 Kate Webster: @Lisa... much more elegantly put... thank you!

00:50:30 Diane Hall: @ Lisa - really like the idea of discernment

00:50:58 Anna, Millersville, MD (She/Her): @ida rose, yes--there needs to be an acknowledgement that NOT making a decision or acting is a valid response

00:51:11 Justin Stephens: IS there a link between these concepts and aspects of personality/character - where ROBUST reflects the personal (internal qualities) Sensitive reflects the relational (external relationships) & Responsive reflects the mode of Action (what and how you do stuff) ?

00:51:18 Uta Langley: who is the master leader? I missed that?

00:51:53 Brian Rowe: Standing in Inquiry can show up as being intentional about including diverse perspectives on the problem

00:51:53 Uta Langley: haven't met many..

00:51:56 Bridget Kelly: Interested in discovering what matters most to others

00:53:05 Cathy Toll: It seems to me that an inquiry stance requires vulnerability -- i.e. openness to what's not in one's awareness -- and strength -- i.e. ability to tolerate challenge and learn from it. Vulnerability seems to lie with sensitivity and strength in robustness.

00:53:09 Bob Heath: interference patterns requires ongoing interaction whereas inference logic implies there is one right answer that leadership holds a master knows the value and differences between interference or intuition VS the inference of the analytical

00:53:58 Royce Holladay: In generative engagement, we call it Identity, Power, and Voice....Sometimes we use three additional questions - Who are we?/Who am I?...What's important around here?How do we connect?

00:54:01 Justin Stephens: thank you

00:54:53 Janice Fingler: What is popping up for me is robust as patterns of process (our operating system) + sensitive (data gathering, data points)+action

00:55:05 Royce Holladay: Yes, Bob...the leader has to be in constant interaction with self, other, and the context so that these patterns can show up.

00:55:14 Royce Holladay: They are setting conditions for the patterns

00:55:31 Royce Holladay: Nice, Janice.

00:55:47 Marie Murtagh & Michael Spayd: Really appreciating this, @glenda & @royce... <3

00:56:08 Uta Langley: @Royce - Generative engagement sounds very interesting! What is it? Is it a part of HSD?

00:56:11 Glenda Eoyang: So glad you are @maria

00:56:14 Glenda Eoyang: marie

00:56:16 Charles Lee: Pattern Logic as the overlap between Sensitive and Responsive?

00:56:21 Bridget Kelly: providing a sense of safety and courage for others to take risk might be part of leading in adaptive action

00:56:31 Algar Goredema-Braid: please unpack adaptive action again

00:57:00 Kate Webster: so hope is a strategy after all!

00:57:10 Royce Holladay: Uta, it is. And you'll read more about it in the Building Community Unit in the cohort. In the meantime, you can search for it on the Resources page of the had website.

00:57:26 Liz Coenen: @Kate - :)

00:57:32 Uta Langley: @Royce thanks

00:57:36 Miriam Bayes Genis: Passion would fit there as well, passion and hope are very influential factors

00:57:45 Ida Rose Florez: Oh...yes, that surprised me. I was expecting the intersection of sensitive and responsive was wisdom.

00:57:50 Royce Holladay: Yeah Kate...hope is the pattern, and the strategy is to set conditions for hope.

00:58:11 Anna, Millersville, MD (She/Her): It is funny because I was talking to my boss today about the state of the world around us (I work for USDA) and I said that behind what ever I may rant about or be critical, I maintain hope since hope is the only thing that gets us to the future together.

00:58:27 Kate Webster: @Ida... I like that too - maybe hope and wisdom can walk beside each other?

00:59:06 Diane Hall: Interesting to think of hope as being linked to doing something...

00:59:08 Liz Coenen: @Ida - thanks for adding wisdom - I'm going to spend time with hope alongside wisdom

00:59:14 Bob Heath: learning in action is at the heart of perception-action where the interference of the individual within the environment keeps you alive.

the information within the continuous flow of time requires ongoing perception-action process if you lose HOPE you lose the ability to find meaning within the ever evolving patterns

- 00:59:18 Brian Rowe: I've seen hope in this sense appear when a leader can support a group to move forward in highly ambiguous circumstances
- 00:59:19 Anna, Millersville, MD (She/Her): Then I quoted Anne Frank when she said that she believes all people are capable of good...(that is a paraphrase)
- 00:59:30 Ida Rose Florez: I have a different perspective on hope, so I'm not so attached to the concept of hope, at least not in the way it is usually used.
- 00:59:41 Diane Hall: @ Anna - sounds like an interesting discussion!
- 00:59:42 Marie Murtagh & Michael Spayd: I experienced "hope" when a leader expressed confidence in me. -marie
- 00:59:55 Anna, Millersville, MD (She/Her): I think that all the overlapping areas together can represent WISDOM
- 01:00:01 Roya Damabi (she/they): I would imagine that wisdom comes from the ongoing practice of this entire cycle.
- 01:00:08 Ida Rose Florez: @Anna - I was thinking about that too.
- 01:00:09 Tim Gasperak: I'm drawn to Terry Eagleton's "hope without optimism" because hope can be naive
- 01:00:09 Justin Stephens: If hope is the intersection of a meaningful response to the needs of others then it could be simply framed from a leadership perspective as: "I am listening" "I feel your pain" "I will help"
- 01:00:13 Janice Fingler: In a group that was struggling to resolve negative tensions that they didn't understand, one person suggested - what if we believe we can do this together. HOPE
- 01:00:13 Wendy C. Morris: I think of the daily HSD calls on the Power of Questions as collective leadership because it inspires hope by inviting action with a spirit of curiosity
- 01:00:50 Ida Rose Florez: @Justin - Oh I love what you just said.
- 01:00:57 Kate Webster: @Janice... nice... Act your way into a new way of thinking, too... #growthmindset
- 01:01:05 JJ Glez: I can identify nice relationships and applications (back and forth) to the Leadership Circle Profile (LCP) approach
- 01:01:08 Royce Holladay: Nice, Wendy..I never thought of it that way.

- 01:01:11 Robin Athey: How I relate with this, personally, is that hope allows a sense of agency — when I stay in relationship with what’s happening — responding. I have a greater sense of being a player / engaging — powerful more than powerless.
- 01:01:17 Miriam Bayes Genis: I thought the STAR diagram would be in the last intersection
- 01:01:33 Robin Athey: Hope and trust, for me, are strongly connected
- 01:01:41 Royce Holladay: Justin, I agreee...and it also includes the responsive in action...right?
- 01:02:00 Marie Murtagh & Michael Spayd: The significance of positivity and empowering individuals. -marie
- 01:02:17 Justin Stephens: Absolutely... Words and action hand in hand
- 01:02:21 Royce Holladay: Miriam...how would the STAR diagram. be applicable for the whole thing, do you think?
- 01:02:31 Kate Webster: @Robin...I have heard trust defined as “hope in action”
- 01:02:46 raaltman: I need to be more sensitive to amplify more hope for others.
- 01:02:50 Robin Athey: @Kate - I love that. Thank you!
- 01:02:51 Miriam Bayes Genis: @kate - love it!
- 01:03:01 Royce Holladay: STAR diagram:
<https://www.hsdinstitute.org/resources/star-diagram.html>
- 01:03:31 Lisa Negstad (she/her): Thinking a lot about how to dismantle white supremacy in my own leadership....think about saying grounded (robust) as I stay open to learning, feedback, getting curious, being vulnerable (Sensitive) but not letting it get me stuck and still be responsive....
- 01:03:41 Brian Rowe: “Be open to surprise, even surprising myself” - I’ve been better in the past at practicing that, but today I need to step it up and remind myself to really embrace it
- 01:03:53 Uta Langley: My robustness is waning at the moment.. Sensitive is what I'm drawn to after having been very responsive
- 01:03:55 Royce Holladay:Generative engagement:
<https://www.hsdinstitute.org/resources/generative-engagement.html>
- 01:04:04 Ida Rose Florez: @Robin - I’d love to hear more about how you see hope and trust are related to each other.
- 01:04:10 Bob Heath: WISDOM is the ability to differentiate the patterns from the ever flowing whole which is interference rather than hoping that the

answers are found in a discrete framework that is not evolving. leadership is about dancing in this environment not hammering home a absolute answer

- 01:04:29 Anna, Millersville, MD (She/Her): If you see hope as expressing naiveness (I cannot spell) than I do not think it is actually truly hope--it is about context. In the naïve case, it may be desperation, innocence
- 01:05:15 Bridget Kelly: I am thinking about how inquiry can help me lead even in contexts in which I have influence but not authority
- 01:06:01 Royce Holladay: I love that observation, Bridget
- 01:06:01 Liz Coenen: @Bridget - thanks placing inquiry alongside influence and leadership
- 01:06:19 Lisa Negstad (she/her): Love that @Bridget
- 01:06:33 Ida Rose Florez: @Bob - so true. We do NOT think like a computer. At all.
- 01:06:48 Jacob Cortez: @BridgetKelly I agree! I believe inquiry can be a driver in several situations. In many cases, we each have the answers to our own situations. We just need someone to guide.
- 01:07:46 Kerry Priest: I think I'm struggling with hope right now ... which points me to explore what elements of my sensitivity and responsiveness are weak or challenged or in tension
- 01:08:12 Royce Holladay: Lovely self-reflection, Kerry...I think I need to consider that reflection.
- 01:08:27 stacy becker: @Kerry...agreed.
- 01:08:31 Laura Williams: I'm pondering 2 things—the way we learn and develop these patterns through the experiences and connections we have with others and their examples of these characteristics (a dynamical change process in itself), and 2) the motion around how different teams or groups amplify different traits. In many instances I know—a new leader comes in and the whole staff or team turn over...so sometimes the team comes and is fit and the leader fits for that, and sometimes the leader fits the function and the team changes and adjusts around them...(or any number of modifications around this...)
- 01:09:24 Kerry Priest: @Wendy - I relate to what you are saying, thank you!
- 01:09:26 Kate Webster: the "Better or worse" concept comes back to how important it is to define the direction/horizon you are pointed toward, so that there is agreement about what better and worse means...
- 01:09:26 Justin Stephens: It is possible that the overlap between sensitivity & responsiveness could be negative - i.e. certain input (via sensitivity) and a

lack of power to respond appropriately leads to a reduction of hope...
Might explain

- 01:09:31 Liz Coenen: @Wendy - thank you for describing that so well. I resonate with so much of what you shared
- 01:09:52 Marie Murtagh & Michael Spayd: great perspective @Wendy!
- 01:11:33 Bridget Kelly: @Stewart this can also apply to individual or collective leadership I think
- 01:11:42 Ida Rose Florez: Contemplating Heather's comment on the model being genderless and now Stewart's comments on the model being culture-free. Wondering if there actually ARE differences in how people of different genders and cultures actually use and enact the model.
- 01:12:09 Diane Hall: @ Ida - really interesting question!
- 01:12:14 Royce Holladay: Like that, Kate..and it's about fit for function...So (as Justin points to) the leadership is not generating the patterns here, for me, the question becomes how the individual is looking at fitness and the different scales of the system.
- 01:12:18 Janice Fingler: Could learning be in the middle of the model
- 01:12:40 Annalisa Raymer: Yes, Janice, I like Learning at the middle!
- 01:12:57 Anna, Millersville, MD (She/Her): @ida rose, I think the real difference would be in how people PERCIEVE the leader based on the gender
- 01:13:16 Royce Holladay: Janice...good question...That is, inf fact, where we name what we see as "fit" in the given situation...so learning fits here, I think.
- 01:13:22 Laura Williams: @Ida..yes, I love your questions. It's interesting..maybe there are as many ways this can look as there are people.
- 01:13:51 Marie Murtagh & Michael Spayd: Yea! HSD!!
- 01:14:09 Ida Rose Florez: Gotta run to a different meeting. Loved being here with all of you this morning! Great learning experience. Thanks Glenda & Royce!
- 01:14:19 Royce Holladay: Thanks Ida Rose...
- 01:14:25 Claire Gram: THanks for a great discussion and all the inspiration.
- 01:14:31 Justin Stephens: very enjoyable. Thank you.
- 01:15:05 Janice Fingler: Ah Royce - so could that be intention or outcome - what we are looking to learn or what we have learned. Present. with past and future.

01:15:13 Royce Holladay: In the certification course, you get the deep dive to understand the underlying theory and philosophy that frames things like this application.

01:15:26 Royce Holladay: Nice, @Janice

01:15:41 Royce Holladay: Thanks to everyone who was here.

01:15:54 Royce Holladay: Here'

01:16:12 Royce Holladay: Here's the link for the daily inquiry event.
<https://bit.ly/2WWYsMi>

01:16:16 Liz Coenen: Thank you All! Today's conversation was especially rich.

01:16:17 Janice Fingler: Really appreciate this conversation. Thank you everyone!

01:16:23 Uta Langley: Thank you all

01:16:28 Lisa Negstad (she/her): Thank you! Grateful for this conversa

01:16:39 Zayna: Thanks Glenda & Royce, appreciate you both

01:16:40 Didem Crosby: Lots of food for thought... Thank you!

01:16:47 Nicole Scherer: Thank you! This was my first HSD educational experience and it knocked my socks off!